

CHAPTER V

BUDGET FORMULATION TRAINING PROGRAMS

1. **DOE FIELD OFFICES**: As promulgated in DOE Order 130.1, the DOE Field CFO should develop a training program which focuses on the proper formulation and validation of the Field budget requests. This training should be directed at the DOE budget personnel and DOE program personnel responsible for the review and validation of the Field Budget submissions. This program would consist of training on the following subjects as a minimum:
 - a. The contents of the Field Office Budget Formulation Handbook with emphasis on the policies, key budget concepts, definitions, and budget validation procedures.
 - b. Training on the content of all key reference documents referred to in the budget formulation handbook.
 - c. Training on the contents of the M&O contractor's budget formulation handbooks with emphasis on how the contractors financial systems and budget formulation, review and execution process works including the roles and responsibilities of the contractor's organization.
2. **CONTRACTOR'S TRAINING PROGRAM**: It is suggested that the M&O contractors develop a training program which focuses on the proper formulation and documentation of the budget requests. This training should be directed at the contractor's budget personnel and program personnel responsible for the preparation and review of the contractor's budget submissions. This program would consist of training on the following subjects as a minimum:
 - a. The Federal Budget process, basic principles on the use of appropriated funds; roles and responsibilities of contractors in this process and a discussion of inappropriate financial activities.
 - b. The contents of the contractor's Budget Formulation Handbook with emphasis on the policies, key budget concepts, definitions, and budget estimating procedures.
 - c. The training program should conduct workshops utilizing sample Field Work Proposals, Activity Data Sheets, and other budget justification materials and supporting documentation to illustrate what good justification should consist of, and how to develop proper estimates and supporting documentation.
 - d. Training should include all areas of the budget, including the non-labor areas, such as, contracts, travel/transportation, telecommunication, etc.

- e. Training should cover the basic principles of effectively analyzing budget requests, playing “devils advocate”, anticipating questions from DOE Field/HQ reviewing officials, and justifying Program growth above inflation.
- f. Training on how to write effective program resource justifications which describe clearly what the funds are going to be used for, why the work is necessary, where it will be conducted, when required, and impact of not funding.